



WS/FCS' Strategic Plan Draft

Introduction

For Every Student. For Every Family. For Our Community.

The 2025–2026 school year was one of our most challenging in WS/FCS' history. Budget pressures, enrollment shifts, staffing demands, and more tested our resolve and stretched our resources in ways that required us to lead with both urgency and purpose. Yet what emerged from that pressure was something powerful, our students showed up, our educators persevered, and our community stood beside us with voices, action, and an unwavering belief in what WS/FCS represents. That support did not go unnoticed, and it will not be forgotten.

It is that collective commitment that grounds us as we move forward. This community has always held us to a high standard, and we must continue to hold ourselves to that same standard not just in words, but in action. Our mission, vision, and core values are the foundation upon which every decision must be made. Our theory of action is clear: when we align our beliefs with intentional investment in the people and systems that support staff and student success, we move forward together.

This Strategic Plan reflects that commitment. Designed to stabilize, strengthen, and rebuild, it addresses our current challenges while laying a strong foundation for the future. It prioritizes consistency across schools, transparency and accountability in our decision-making, and meaningful engagement with students, families, staff, and the broader community. By aligning our goals and resources with a shared vision, we are positioning WS/FCS for long-term sustainability and growth. We are not simply a district recovering, we are a district rising, and this community deserves nothing less.

Pillars of Engagement

The WS/FCS Strategic Plan is organized around four pillars of engagement designed to restore WS/FCS as a thriving district. Fulfilling our promise to this community requires more than good intentions and requires a clear, structured commitment to the people who depend on us most. Each pillar reflects how we will (1) show up for our students, (2) support our staff, (3) partner with families and the broader community, and (4) build the systems that sustain it all. It is through intentional, transparent, and accountable actions that we will rebuild trust, restabilize, and create the conditions for a stronger, more sustainable future for every student, family, and community member we serve.

Overarching Goals

The goals that will anchor this work include:

Goal 1: Student Success – Raise and close achievement gaps and ensure every student graduates prepared for post-secondary opportunities.

Goal 2: People & Culture – Recruit, develop, and retain a high-performing workforce where every staff member feels valued and all students and staff experience a sense of belonging and well-being.

Goal 3: Family & Community Engagement – Invest in partnerships with families, businesses, and community organizations to rebuild trust and attract and retain families.

Informed by the voices of our students, families, staff, and community, we have intentionally narrowed our objectives across each pillar for the 2026–2028 strategic plan period to focus our energy, align our resources, and drive measurable progress in the areas that matter most. This is not a reduction of our commitment but is a sharpening of it. The broader work is not lost; it is the foundation upon which future success will be built.

Pillar I: Student Engagement

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At the heart of everything we do is our students. This pillar reflects our commitment to ensuring that every student in WS/FCS is engaged, supported, and empowered academically, emotionally, and beyond the classroom walls.

SMART Goals	From 2025-2026	2026-2027	Milestone 2028	5-Year Target 2031
Example: By June 2028, the percent of students in grades 3-8 proficient with a Level 3 or above on the NC Reading EOG assessment will increase from 48% to 60%.				

Pillar I Strategies

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To achieve these goals, WS/FCS will:

Strategy 1: Access to Rigorous Instruction

- 1.1 Deliver standards-based, rigorous, culturally relevant instruction for core academic skills and to support mastery of the durable skills in the [Portrait of a Graduate](#).
- ~~1.2 Utilize data-based decision making to provide multi-tiered systems of support~~
- ~~1.3 Employ innovative strategies to address local and global expectations to ensure students are prepared for the future.~~

Strategy 2: Development of the Whole Child

- 2.1 Ensure access to emotional, behavioral, mental, and physical health services
- 2.2 Administer consequences for policy or rule violations utilizing a restorative approach that focuses on building student resiliency and efficacy.
- 2.3 Address over-representation by race, ethnicity, gender, and disability in discipline referrals, suspensions, and attendance.

Strategy 3: Access to Specialized Opportunities

- 3.1 Increase participation in academic programs such as Advanced Placement (AP), International Baccalaureate (IB), Career Technical Education (CTE), STEM, and Visual and Performing Arts
- 3.2 Connect every student to meaningful opportunities through work-based learning and in and out of classroom experiences ~~Provide access to multiple pathways for work-based learning aligned with industry needs~~
- ~~3.3 Provide a point of connection for every student through a wide variety of opportunities, both in and out of the classroom, for students to grow in and pursue areas of passion~~

Pillar II: Staff Engagement

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Our staff are the heartbeat of this district. Pillar 2 reflects our commitment to building and sustaining a high-performing workforce by investing in the people who show up every day for our students and community. From recruiting and retaining exceptional talent to providing meaningful professional development, supporting career advancement, and fostering a district culture where everyone is valued and held to the highest standard, this pillar ensures that WS/FCS remains a place where great educators and professionals choose to grow, thrive, and stay.

SMART Goals	From 2025–2026	2026–2027	Milestone 2028	5–Year Target 2031
Example: By June 2028, percent of staff reporting they feel valued, supported, and engaged in their work will increase from 65% to 80%, as measured by the staff engagement survey.				

Pillar II Strategies

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To achieve these goals, WS/FCS will:

Strategy 4: Positive District Culture

4.1 Ensure staff members see themselves and each other as contributors to student success

4.2 Foster a community of continuous growth through collaboration, understanding, and cohesion

4.3 Recognize and honor staff achievements

Strategy 5: Recruitment & Retention

5.1 Ensure standardized hiring practices to employ highly qualified candidates

~~5.2 Promote a workforce that reflects the diverse identities of our students and families~~

5.3 Provide access to mental health and other services to support staff wellness and increase retention

~~5.4 Remove barriers for alternative licensed staff to obtain full licensure~~

Strategy 6: Professional Development

6.1 Provide differentiated opportunities for collaboration, coaching, and support for all staff members

6.2 Maximize talent development through pathways for growth and promotion, including the [Leadership Equity Advancement Pipeline](#)

Pillar III: Family & Community Engagement

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Strong schools are built on strong partnerships. Pillar 3 reflects our commitment to supporting families, expanding access to choice and options, and communicating openly and consistently, ensuring our community is not just informed, but actively engaged as a partner in the success of every student in WS/FCS.

SMART Goals	From 2025–2026	2026–2027	Milestone 2028	5–Year Target 2031
Example: By April 2026–27, launch a district-wide family experience survey to establish a baseline; by 2028, increase family satisfaction scores by 15% from the baseline established.				

Pillar III Strategies

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To achieve these goals, WS/FCS will:

Strategy 7: Family Support

7.1 Empower families to partner in student learning, [advocacy](#), and school improvement

7.2 Incorporate family feedback into policies and practices to build trust

~~7.3 Develop learning opportunities for families aligned to district priorities~~

7.4 Provide targeted communication, education, and support to all families in their first language

~~7.5 Provide support for families of students who receive specialized support (IEP, 504) to facilitate their advocacy for their child~~

Strategy 8: Community Engagement

~~8.1 Refine existing methods of communication for clarity and consistency to provide information about involvement opportunities~~

~~8.2 Communicate partner-provided supports and resources to support students and families~~

8.3 Develop a marketing and communication plan to cultivate student and family interest in WS/FCS to retain public school market share

8.4 Build intentional partnerships to increase collective ownership of student support, particularly with underserved communities

Strategy 9: Educational Advocacy

9.1 Engage elected officials to support public education through financial resources and policy

~~9.2 Engage the business community to enhance opportunities for student involvement and support~~

Pillar IV: Support Systems

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Behind every thriving school is a district that operates with efficiency, integrity, and purpose. Delivering on our promise to students and families requires systems that work. Pillar 4 reflects our commitment to the operational systems that make the work of the entire district possible, from transportation and technology to finance, human resources, facilities and infrastructure, and safety and security.

SMART Goals	From 2025–2026	2026–2027	Milestone 2028	5–Year Target 2031
Example: By June 2028, the district will achieve 100% completion and documentation of all corrective action plans developed in response to internal and external audit findings.				

Pillar IV Strategies

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To achieve these goals, WS/FCS will:

Strategy 10: Continuous Improvement

~~10.1 Develop standard operating procedures for district initiatives~~

10.2 Balance operational efficiency, fiscal responsibility, and environmental sustainability

~~10.3 Measure effectiveness and efficiency to support accountability for departmental management and school improvement~~

10.4 Remove barriers to systemic challenges in district practices and policies

Strategy 11: Operating as a System

11.1 Implement targeted strategies to impact student **recruitment and** retention to safeguard state funding and provide strong public education

~~11.2 Establish a capital outlay plan to protect long-term investments in district infrastructure, assets, and facilities~~

11.3 Maintain consistent focus on physical security strategies to support confidence in school safety

11.4 Ensure continuity of effective, efficient district initiatives despite changes in leadership

~~11.5 Adapt to shifts in population by adopting flexible, fair practices and policies~~